

Skills for the Workplace

Module Assignment Submission

Student Name:	MIJANUR RAHMAN
Student Number:	1604573
Module No:	BMSK6002
Module Title:	Developing Innovation and Creativity for Business Advantage

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Table of Contents

Introduction.....	3
The concept of innovation from an inter-disciplinary perspective	4
Explaining the models and views of innovation.....	5
Innovation management process.....	6
The role of creativity within the innovation process, including emergent and prospective models of innovation.	9
Individuals as innovators, including creativity and personal traits	10
Innovation in groups including the factors that drive group/team innovation, innovation implementation and creativity, and models of team innovation	12
The determinants of organizational innovation and organizational design.....	14
The seven-stage model of new product development and trends in Research and Development.....	16
The concepts and processes of closed v. open innovation.....	18
Explaining globally distributed innovation along with the importance of organizational knowing and some useful and best practices in the innovation process.....	19
Innovation is not a wide concept it links all sorts of activities that promote creativity within an organization. Globally distributed innovation is that innovation in one organization of the same industry will share innovative ideas for further development and better customer services. Innovation can link different types of organizations and these organizations will work together so that a better product can be launched. The organization needs to know about innovation and creativity because, with the knowledge base about innovation, the organization may fail to infuse innovation and creativity in all stages of the organization.	19
Useful and best practices: There are some useful and best practices of innovation. To innovate effectively, an organization has to maintain constant improvement to ideas, products and services (Lee, 2016). Creating value for the customers is another useful and best practice at the same time. If innovation does not mean creating additional value for the customers, then the innovation endeavour may fail.	19
Boundaryless organization: The concept of boundaryless organization is that an organization must not limit its operation and innovation endeavour within the organizational boundary and it can work with other organizations for the development of a product or services. These will increase the opportunity for the organization to innovate more effectively.....	19
Inter-organizational innovation, including value constellations, drivers, success factors	20
Analyzing impact of increasing costs and complexity of Research and Development.....	22
Conclusion.....	23
References	24

Introduction

Innovation can be seen from a multi-disciplinary connotation because of its worldwide use in all sort of organizations. There are different views to innovation and most of the views suggest that innovation is the key to foster organizational growth and success. Given the market competition in the contemporary business environment where each business organization tries to secure its interest by inventing new products and services. Innovation is the key to gain a competitive advantage over the rival business organization. This report is going to describe different connotations of innovation with a special focus on Stockholm products. This is a gas company which invest a large sum of money in R&D. Teeth whitening market is one of the most potential business markets as the organization has produced a patent that can make teeth incredibly white. Even though other organizations are offering better products in the teeth whitening market, but Stockholm products can explore this sector as they have allocated a budget for this project. This report will discuss different models of innovation along with other explanations to innovations with examples drawn from the case study.

The concept of innovation from an inter-disciplinary perspective

Innovation can be explained from different connotations and to understand the whole process and concept of innovation, it has to be explained from the individual team, inter and intra-organizational perspective.

Individual: Innovation at the individual level is the first stage of innovation as an innovative or creative idea generates at the individual level first. Individual innovation occurs in various context but in an organizational context, individual innovation occurs mainly for three reasons. In the management practices of the organization allows individuals to bring up their innovative and creative ideas and provide them with the freedom of deciding how to do the work, the individual innovation occurs. Other reasons are organizational motivation and sufficient resources for innovation (Nisula and Kianto, 2015). As stated in the case study, the industrial gas company invests a huge amount in research and development and the organization encourages employees and teams to be innovative and creative so that new products and services can be invented.

Group: Most of the innovation endeavour occurs in a group, especially in an organizational context. Groups and teams are the unit of work for a project and the members of these groups and team act together to bring innovative and creative ideas. Individuals work in a group or a team to ensure that the organization can be successful on the project. The case organization invested an amount in research and development to see if the innovation works or not and this endeavour of the organization is pursued by the team responsible for developing a product for the teeth whitening market.

Inter and Intra organizational level: Inter-organizational level innovation occurs with different departments and administrative levels. When an organization aims at infusing innovation and creativity within the organization, it creates milestones for different departments so that the organization can create a competitive environment for innovation and creativity. Intra organizational level innovation occurs when several organizations from the same industry compete against each other for producing the best kind of products and services. Every organization tries to do the best through innovation and creativity (Scuotto et al., 2017).

Explaining the models and views of innovation

There are different types of model of innovation including closed and open models of innovation. Closed model of innovation suggests that innovation can occur within the boundary of an organization whereas the open model claims that the innovation process involves both internal and external dynamics of the business environment and different markets. The following section will present the closed and open model of innovation.

Closed model: According to this model, innovation and development occur within the boundary of an organization and the organization itself foster the process of innovation without taking any external support. In this case, the organization invests an amount to the R&D sector so that the organization can innovate properly (Herzog, 2008). These investments to research and development lead to product and service development. the innovation occurs in a closed system and it remains closed.

Open model: Open model of innovation is quite different from that of the closed model as an open model allows collecting information and support from external sources such as outside organizational boundary. Open model for innovation searches the best process for innovation. The organization may not have the best strategy or infrastructure for innovation hence, it searches for the best suitable strategy for innovation and creativity (Chesbrough, 2010).

Schumpeterian and post- Schumpeterian views to innovation: According to the Schumpeterian view, the role of productive forces is important in economic development. This though takes the productive factors into account for innovation and productivity. Post- Schumpeterian views, on the other hand, sees innovation as an integral part and thus takes productive and non-productive forces into account while considering economic development. These views have an incredible influence on the way business organization perceives the concept of innovation and creativity (Akdere and Benli, 2018).

Innovation management process

The combination of innovation processes and change management is defined as innovation management. It enables the organization to utilize its internal and external opportunities and ensures proper use of its creativity to produce new ideas, products. Successful innovation process structures with some of the essential stages. Those steps are stated below.

1. Idea Generation and Mobilization

Innovation start with this stage. Idea generation introduces new ideas for the company. On the other hand, mobilization takes place when the firm moves its idea to a different location, for example, another department or outside of the firm. In terms of organization, this stage of developing new ideas or concepts is designed from creative employees based on the company needs. It provides a successive way of business by generating various innovative concepts or products in the competitive market (Bichurova and Yordanova-Dinova, 2018).



2. Advocacy and Screening

All the generating ideas are not worth implementing. So, in this case, advocacy and screening help to choose the best option for the organization by evaluating the idea and measuring of its potential benefits and problems as well. To evaluate the ideas, this stage uses different approaches of judgement because the evaluation result will decide the future gain for the company indeed.



3. Experimentation

Experimentation stage is designed with testing the idea of using various methods like a pilot test or prototype testing. In this case, testing of an idea occurs based on the surrounding environment and competitive markets as well. This stage also measures the sustainability, consistency and profitability of a particular idea (Rybicki, 2014).

4. Commercialization

The main purpose of commercialization is to create market value for an idea. So it tries to make the chosen idea appealing for the customer or audience. It also includes the proper specification of the idea and the benefits of the given idea will be enough perceived and communicated. After properly clarifying the idea and designing of a business plan, it will be ready for further implementation.



5. Diffusion and Implementation

This is the last stage of the innovation management process. Diffusion refers to the companywide acceptance of that particular idea and implementation on the other hand structures everything that is needed for developing and utilizing that innovative idea. Diffusion can occur at all level of a firm. Proper implementation decides that the company will make a profit or not. So, after implementation, it is very important to take feedback from the audience and do more research to justify whether the further improvement is needed or not.



The competitors are very competitive and they try to bring any sorts of change in their products according to the needs of the customers. Since the customers are facing issues with the health of their teeth and gums, they will look for products that ensure the well-being of their teeth and gums. Therefore, the competitors of the organization are focusing on developing substances that fulfil the demands of the customers of the teeth whitening market. The competitors would explain the problem of the market as a paradigm shift as previously customers were not this much aware about the health of their teeth and gums. They take the problem seriously and deal with it properly. The organization in the teeth whitening market try to fix this problem by using medically approved substances in their products so that a quality product for the teeth whitening market can be produced. The issues regarding the problem of the teeth whitening market have also posed a problem for the organization because the substances produced by Stockholm gas cannot be used in the market until it is aligned with the needs of the customers.

The role of creativity within the innovation process, including emergent and prospective models of innovation.

Innovation process requires creativity because without creativity innovative idea cannot be possible to originate. Creativity can bring new and unique ideas to the company and by which it gets a room for developing their business and make a profit as well. In this modern age, creativity is regarded as a major part of any organization. Now, the two models of the innovation process are discussed below.

Emergent innovation model: In this innovation mode, everyone in the company is empowered to bring something all the time. From those ideas which do not work well will be discarded and the lucrative idea will be developed carefully. This model mostly emphasizes on learning, sharing and adaptability indeed. On the other hand, emergent innovation needs fresh and surprising ideas that are not proven yet and because it contains high risk (Afuah, 2015).

Prospective innovation model: It is an expected innovation model. Through analyzing the problems and brainstorming, some of the great ideas put together and from those best ones are picked for the implementation. Then the new idea will go through a specific process. The whole organization is worked with the idea where one supreme being like CEO commands. In this model, the innovative idea sometimes can be new iteration or copied and as it would be a proven idea, there is less risk available. Also, there is needed less time to be implemented (Gochermann and Nee, 2018).

Substitute for improvement: When it comes to innovation, entrepreneurs have to decide which opportunity to take. Substitution is one of the most popular terms of innovation. The intended product for the teeth whitening market should be compatible with other products. The outcome of the research regarding Stockholm gas is capable of whitening the teeth but it does not contain any flavour or attractive colour. Rather than depending on Stockholm gas for the whole project, the organization can use substitute materials such as mint, lemon and rock salt flavour to improve the quality and attractiveness of the product.

It is also possible for the organization to identify the best-suited substitute by following the trial and error method. The organization can change the proportion of the materials to see what happens. Since the organization relies on research-based product development, it can manipulate the proportion of the materials used in the production of teeth whitening substance to see if anything interesting happens.

Individuals as innovators, including creativity and personal traits

Individuals of the organization work as innovators as they innovate through creativity. The case organization has employed several individuals who are responsible for ensuring innovation and creativity within the organization. teeth whitening market is very ambiguous and there several big players in the market already. For the organization to ensure a place in the teeth whitening market, it is very necessary to have some great innovators in the organization so that they enhance the capacity of their products so that it can compete with others (Bardadym, 2015). There are several traits of innovators that can be noticed in almost all great innovators. These are as follows.

i. Risk-taker: Innovators take risks and they love to take risks. There is no way of innovation that does not involve taking a risk to any extent. Innovators innovate through trial and error and at some point, they have to take risks. Great innovators are great risk takers too because to launch a new product in a completely new market, innovators have to take the risk. The ability to take risks make an innovator great.

ii. Starter: Innovators do not just sit and think. They start acting as long as they gather some idea about the matter. Teeth whitening market, for example, has to be examined before exploring. When the innovators of the teeth whitening project for the case organization started experimenting with plasma, they started doing it without knowing whether it is going to be a successful project or not (Ogawa and Pongtanalert, 2012).

iii. Personality: There is a difference between a regular employee and innovator and the difference is in the personality. Innovators always have a positive mindset towards their goal attainment. Their outlook is different than others and they have a positive vibe in their mindset. They search for different opportunities to innovate a new thing out of nothing. The case organization is not a tooth whitening product producer rather the organization is filled with some great innovators who are ready to conduct experiments to find their limit.

iv. Social interaction: Social interaction of innovator influence them a lot because they get ideas out of their social interactions. Sometimes they need encouragement

and through social interactions, they disseminate information regarding their innovative ideas and get support from friends, families and colleagues.

v. Lastly, innovators love to work in a team and a whole team of innovators is more useful and collaborative than a single one. They love to work together and help each other on different occasions.

These are the most silent characteristics and personal traits of innovators and they must be able to ensure synergy in the entire process of innovation. Synergy can be built between and among different materials, substances and departments. The organization mainly depends on research for producing new products. Introduction of a new product is as important as the branding of the products because, without enough media coverage, the product may fail to get the attention of the customers. Different departments such as research and development and marketing must work in line so that they can attain the goal of the organization.

Innovation in groups including the factors that drive group/team innovation, innovation implementation and creativity, and models of team innovation

Innovation is mostly done through team initiation. When an organization wants to develop its product line or get a new way of business, then it forms a team for innovation. For team innovation, one of the most prominent factors is to select creative employees. To drive innovation smoothly, there is a need to maintain a **cooperative and supportive environment** within the team. **Good understanding and good flow of communication** is another key factor for driving team innovation. In this case, the organization has to provide a **favourable organizational culture** which means that the company gives priority on the innovation and ensures all the necessary elements. Also, if the organization enables **rewarding** for the great innovation, it sometimes boosts up the team performance indeed (Krishna and He, 2015).

After developing a business idea from a team effort, it is required to be implemented properly. In that regard, the firm defines the duties of all the existing parties including employees and fixes out the target or goals of that particular business idea. Besides, there is required to take some of the business strategies for implementing the idea. If the implementation is appropriately done, then the company surely gets its desired profit from it.

The familiar linear innovation model: This model was established by Benoit Godin and he suggests the four steps of innovation. The four steps are basic research, applied research, development, diffusion. In terms of team innovation, this model is very suitable. However, basic research means to gather information and analysis data for gathering some of the innovative options for development. In this case, team members discuss and figuring out some of the key innovative options. After it, they try to apply those options practically and find out the best one to select for the company (Godin, 2011). The best idea then needs to be developed by analyzing the existing factors. The company takes that best idea and fixes the path of implementing it through collaborating the whole organization indeed.

Substitution can bring both positive and negative changes within the organization. Organizations who try to produce different types of products based on research can substitute place, time, material and person to ensure efficiency. Stockholm gas can replace its products outside the UK to check if it can draw the attraction of customers from the outside UK. Substitution of time can be referred to as using

something else in exchange for time. Stockholm gas can invest more capital to save time for the production of teeth whitening substance. Materials substitution is also possible as the organization can use rock salt as teeth whitener and flavour as well. When it comes to person substitution, the organization can always find a new person for a specific job.

Different materials can be combined to create a substance that can whiten teeth. The organization has to make sure that they are using 25-35% water and almost 50% Abrasives. The abrasives will contain different substances like aluminium hydroxide, calcium carbonate, hydroxyapatite etc. The main combination should include flavours and other necessary material that can ensure white and healthy teeth of the users.

The determinants of organizational innovation and organizational design.

Organizational innovation is very different than just innovation because, to innovate in an organizational context, the organization has to face different sorts of obstacles. This is why the determinants of organization innovation are different. The following section will shed light on organizational innovation.

A. The ability: The main detriments of organizational innovation is organizational ability. The organization may have a bunch of innovative ideas but they may not have the capacity to implement those ideas. If the organization has proper personnel, capital resources and other resources, it may innovate or foster innovation within the organization (Brix, 2019).

B. Time: Time is a critical factor in the business world. An organization can spend much of its time in innovating something that is not worthy enough to compensate for the loss that may have brought. An organization must have proper time for fostering innovation.

C. Connectedness: To be successful in innovation, an organization must be able to stay connected with the outside world. Be aware of the activities of the rival organization and the status of the market enable the organization to be successful in their innovation endeavour.

D. Commitment: To be successful in taking full control or the lead of the market, the organization must be committed to doing that. Teeth whitening market, for example, is already led by several large organizations like Colgate. It is very difficult for business organizations like Stockholm products to enter the tooth whitening market. The organization has to be committed in their operation.

E. Willing to accept the truth: At the end of the operation and all sorts of endeavour, it may seem to the organization that the innovation endeavour is not working for the organization and they should let it go before it costs more.

F. Backup: When it comes to organizational innovation, there should be some backup plan for the organization so that it can tackle any sort of uncertain outcome out of its innovation endeavour.

Determinants of organizational design

Organizational design is one of the key factors that have impacts on organizational success, growth and development. the determinants are as follows.

Size: The size of the organization is the first thing that counts when it is about organizational design. If the organization is large, the design of the organization will be very different compared to a small and medium-sized organization. the control mechanism is also affected by the size of the organization. A very large organization like M&S, H&M cannot maintain a vertical hierarchical order rather they prefer the flat structure of control. It becomes very cumbersome for a large business organization to maintain a vertical line of control because the process takes too much time. Therefore, they prefer flat organization and it very useful for the organization to carry out its activities in a faster way (Baldwin, 2012).

Level of maturity: Mature organizations have experience and they can shape their organization according to their experience. In the meantime, they have explored. Different sorts of organizational design and they have shaped and reshaped their organizational design according to their experience. The immature organization can not do that because they do not have enough experience and thus, they have a little idea which organizational design is useful for them.

Environment: the environment in which the organization operates is another determinant that shapes the organizational design. There are mostly two types of environment. One is a stable environment and dynamic environment. The stable environment consists of factors such as Customers choice and other factors that stay unchanged for a long time. Customer choice does not change often, as they try to stick to the one product they trust. The dynamic environment, on the other hand, consists of factors that change so rapidly. Customers' desire can be a good example of that as it changes so rapidly (Ma and Jin, 2019).

The seven-stage model of new product development and trends in Research and Development.

Product development is an ambiguous process and each product is developed through a complicated process. The stages involved in product development are given below.

i. Idea generation: Before developing a new product, the idea of developing or introducing the product has to be developed. The idea of producing a product for the teeth whitening market is developed at the Stockholm products. The first stage deals with idea development (Leonard and Ambrose, 2013).

ii. Idea screening: After generating the idea at the first stage which is creating a product for the teeth whitening market. Idea can be screened by several indicators. These indicators will measure the cost of producing the products and the benefits that the organization may get by producing the product. Idea screening is necessary to ensure that the idea of developing a new product is flawless.

iii. Concept development and testing: At this stage, the concept for the product is developed. The team working on product development will develop a full concept where every detail will be identified. After the completion of the conceptual development of the product, it will be tested to see if it meets the requirements of the customers.

iv. Marketing strategy development: in order to be successful in the market, there is a need for a marketing strategy which has the ability to reach the potential customers of the teeth whitening market. Without developing a marketing strategy, it will be difficult for the case organization to reach the customers of the teeth whitening market.

V. Product development: at this stage, the product for the teeth whitening market will be developed. The case organization will develop the product according to market demand. It is important to note that the primary product of the case organization is only capable of whitening teeth as per the experiments. But other competitors provide more than just teeth whitening substance such as

fragrance and flavour. At this stage of product development, the case organization will ensure that they have competitive products in the market so that they can reach the customers of the teeth whitening market (Product development, 2015).

Vi. Test marketing: Test marketing is the concept of reaching customer through different means and let them know about the new products of the case organization.

vii. Commercialization: After all sorts of experiments and development, the product will be commercialized and will be packed for the market.

The concepts and processes of closed v. open innovation.

Closed innovation

It is such type of innovation which is developed by the organization themselves. The whole process of innovation including bringing new ideas to developing and marketing is done within the organization. All the important property such as technology, the intellectual property contains under the control of that particular company. Therefore, the organization invests a huge amount to its internal research and development department. This H & R department helps to form an innovative team and provides information and sometimes innovate products on behalf of the company. That's why the whole innovative process remains secret and closed. **Innovation = within the organization** (Lee and Shin, 2017).

Open innovation

When the innovation process takes place beyond the organization boundary to increase own potentiality of innovation. Not only innovation is organized through the external body but also by the internal body. So, it is the combination of inside and outside innovation process. To develop promising products or services or new innovative business idea, the company considers internal and external ideas. Here is practised a collaborative network. In this innovation, the company requires to adjust with a high cost because of using other intellectual property or license. **Innovation = inside and outside the organization** (Tidd, 2014).

In the teeth whitening market has different sorts of issues. Aged people have a hard time with their gums. People are always searching for a product that can stop gum damage. Different prominent organizations are trying to solve the issues related to gum damage. Colgate and Sensodyne are the most prominent organizations in the teeth whitening market. Different clinics and medical organizations are trying to solve the problem of gum damage as it has become a common scenario among old people. Toothpaste selling organizations now mostly highlight two things, whiter teeth and healthy gums. The organization should focus on these two things for capturing the attention of the customers.

Explaining globally distributed innovation along with the importance of organizational knowing and some useful and best practices in the innovation process

Innovation is not a wide concept it links all sorts of activities that promote creativity within an organization. Globally distributed innovation is that innovation in one organization of the same industry will share innovative ideas for further development and better customer services. Innovation can link different types of organizations and these organizations will work together so that a better product can be launched. The organization needs to know about innovation and creativity because, with the knowledge base about innovation, the organization may fail to infuse innovation and creativity in all stages of the organization.

Useful and best practices: There are some useful and best practices of innovation. To innovate effectively, an organization has to maintain constant improvement to ideas, products and services (Lee, 2016). Creating value for the customers is another useful and best practice at the same time. If innovation does not mean creating additional value for the customers, then the innovation endeavour may fail.

Boundaryless organization: The concept of boundaryless organization is that an organization must not limit its operation and innovation endeavour within the organizational boundary and it can work with other organizations for the development of a product or services. These will increase the opportunity for the organization to innovate more effectively.

Inter-organizational innovation, including value constellations, drivers, success factors

Inter-organizational innovation refers to the innovation of new ideas or products which originated within the organization through internal collaboration. With using the existing resources and capabilities, this sort of innovation takes place.

Value constellations: Basically, it is associated with various economic and social factors and link them in such a new pattern that enables the creation of a unique business which previously did not exist in the market. In such a way the value is created for the innovation (Awa, 2010). As a new thing always interesting for the audience and so the new business will be acceptable and profitable enough.

Drivers of innovation: Innovation assists the organization to grow through bringing changes to existing. Some various parties or drivers actually do the innovation process which is given below:

Employees: Employees are the crucial driver of inter-organizational innovation. To create new value creation through innovation, everyone has to contribute. When everyone within the organization is responsible and productive, then obviously organizational innovation happens.

Process: innovation process drives the innovation smoothly and so there is a need to develop such type of process which can be used by everyone.

Offerings: organizational big innovation is not just developing a product; it is more than that. For example, iPod, which is more than a cool looking gadget and that allows purchasing and loads music as well.

Team: Within the organization when the employees are instructed for innovation, they cannot be able to do it alone and so the team is one of the crucial drivers to do a great innovation as a whole.

Enterprise: Creative employees and teams within the company have to be a part of the culture of innovation. When it is possible to establish a culture of innovation in the organization, then it is quite possible to do the innovation properly.

Success factors for innovation: In order to make successful innovation, some of the success factors are given below shortly.

Management commitment: Without the support of management or company, innovation cannot be successful. That's why it is very important to ensure commitment from top to bottom of the organization to manage the good flow of innovation.

Strategic orientation: it means to structure the innovative activities properly with designing the purpose of innovation, paths, goals and strategy, etc. without making proper strategic orientation, organizational innovation is just a wastage of time.

Clear responsibilities: In order to implement the innovative ideas throughout the organization, there needs to define the clear responsibility to each of the employees and department, then the overall innovation is possible.

Collaboration: With clear responsibility, collaboration is also required throughout the organization because inter-organizational innovation needs efforts from the whole organization. Collaboration ensures efficiency and productiveness of the innovation process indeed (Muborakshoeva, 2018).

Analyzing impact of increasing costs and complexity of Research and Development.

Increased cost always acts as a barrier to research and development as an organization invests in research and development for making sure that they have tried all the ways to develop products and services. Complexity, on the other hand, is another barrier to research and development as complexity sometimes create a haphazard situation for different organizations.

The increased cost can lead to less investment in R&D sector as it will become difficult for the organization to invest a lion's share in the R&D. the case organization invest 10% of its budget in a particular sector such a tooth whitening market. If the cost and complexity increases, the organization will not be able to invest anymore because there are other priorities of the organization.

Even though the organization is not specialized for the teeth whitening market, but it can commercially produce products for the teeth whitening market. There are people in this organization who can produce substances that can be used as a teeth whitener and if it can be communicated with the customers and other stakeholders, the organization can gain a considerable profit from the teeth whitening market.

The organization can also hire some experts from the teeth whitening market who can provide necessary guidelines to make compatible products for the teeth whitening market. Other organizations are operating in the teeth whitening market and they are facing one common issue. the competition in the market is growing and medical organizations are taking over the teeth whitening market. They claim that toothpaste no longer can make teeth white and ensure healthy gums. To solve this problem, the organization can take steps to scientifically prove that this substance can ensure healthy gums and whiter teeth and the results of the study has to be communicated with the stakeholders.

All the issues of the teeth whitening market indicate at one thing, which is the well-being of the customers must be seen as the priority of the business organization. In order to solve the problem, the organization can hire a group of experts and then add all the natural and useful substances in the product so that customers have that feeling of using something different and useful. The ideal solution is that the final product will contain the best substances of nature and the marketing process will help to raise awareness among the customers about the newly developed product.

Conclusion

Based on the discussion, it is evident that the case organization can produce a product for the teeth whitening market. The report has shown several models of innovation along with several views to the concepts of innovation. It has also focused on the discussion about the best and useful practices of innovation that an organization can follow. In the later part of the report, the factors that make innovation endeavour a successful one is described. Lastly, innovation is a cumbersome process and organizations must be able to handle the complexity associated with innovation and creativity management.

References

- Afuah, A. (2015). Business model innovation.
- Akdere, Ç. and Benli, P. (2018). The Nature of Financial Innovation: A Post-Schumpeterian Analysis. *Journal of Economic Issues*, 52(3), pp.717-748.
- Awa, H. (2010). Democratizing the New Product Development Process: A New Dimension of Value Creation and Marketing Concept. *International Business Research*, 3(2).
- Baldwin, C. (2012). Organization Design for Business Ecosystems. *Journal of Organization Design*, 1(1).
- Bardadym, O. (2015). *Innovators' Creativity Motivation*. Saarbrücken: LAP LAMBERT Academic Publishing.
- Bichurova, I. and Yordanova-Dinova, P. (2018). MANAGING COMPANY INNOVATION IN THE CONTEXT OF GENERATING NEW IDEAS. *Knowledge International Journal*, 28(5), pp.1539-1544.
- Brix, J. (2019). Innovation capacity building. *The Learning Organization*, 26(1), pp.12-26.
- Chesbrough, H. (2010). *Open innovation*. Boston, Mass.: Harvard Business School Press.
- Gochermann, J. and Nee, I. (2018). The Idea Maturity Model — A Dynamic Approach to Evaluate Idea Maturity. *International Journal of Innovation and Technology Management*, p.1950030.
- Godin, B. (2011). The linear model of innovation: Maurice Holland and the research cycle. *Social Science Information*, 50(3-4), pp.569-581.
- Herzog, P. (2008). *Open and Closed Innovation*. Wiesbaden: Gabler.
- Krishna, R. and He, H. (2015). Managing Team Innovation in the Research and Development (R&D) Organization. *Therapeutic Innovation & Regulatory Science*, 49(6), pp.877-885.
- Nisula, A. and Kianto, A. (2015). The Antecedents of Individual Innovative Behaviour in Temporary Group Innovation. *Creativity and Innovation Management*, 25(4), pp.431-444.
- Ogawa, S. and Pongtanalert, K. (2012). Exploring Characteristics and Motives of Consumer Innovators: Community Innovators vs. Independent Innovators. *SSRN Electronic Journal*.
- Rybicki, C. (2014). Well testing in shale gas reservoir - new idea. *AGH Drilling, Oil, Gas*, 31(3), p.441.
- Scuotto, V., Santoro, G., Bresciani, S. and Del Giudice, M. (2017). Shifting intra- and inter-organizational innovation processes towards digital business: An empirical analysis of SMEs. *Creativity and Innovation Management*, 26(3), pp.247-255.

Lee, M. (2016). Knowledge management and innovation management: best practices in knowledge sharing and knowledge value chain. *International Journal of Innovation and Learning*, 19(2), p.206.

Lee, S. and Shin, J. (2017). A Path to Collaborative Innovation Through Internal Boundary Breaking. *Research-Technology Management*, 60(4), pp.26-32.

Leonard, N. and Ambrose, G. (2013). *Idea generation*. Lausanne: AVA Academia.

Ma, Z. and Jin, Q. (2019). Success Factors for Product Innovation in China's Manufacturing Sector: Strategic Choice and Environment Constraints. *International Studies of Management & Organization*, 49(2), pp.213-231.

Muborakshoeva, M. (2018). STEP: From Collaboration to Innovation and from Innovation to Collaboration. *Global Research in Higher Education*, 2(1), p.21.

Product development. (2015). Little Rock, Ark.: Arkansas Economic Development Commission.

Tidd, J. (2014). *Open innovation research, management and practice*. London: Imperial College Press

